

Quality Leaders Leading for Quality Care – A Canadian Approach

ISQua Pre-Conference Session

Elma Heidemann, MHA, FCCHSE, FACHE(R)

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Plan for the Session

- **Part 1:** Health Leadership as an Emerging Public Policy Issue *(20 minutes)*
- **Part 2:** What Does Quality Leadership Look Like? – Development of a Leadership Framework *(25 minutes)*
- **Part 3:** Using the Leadership Framework *(30 minutes)*

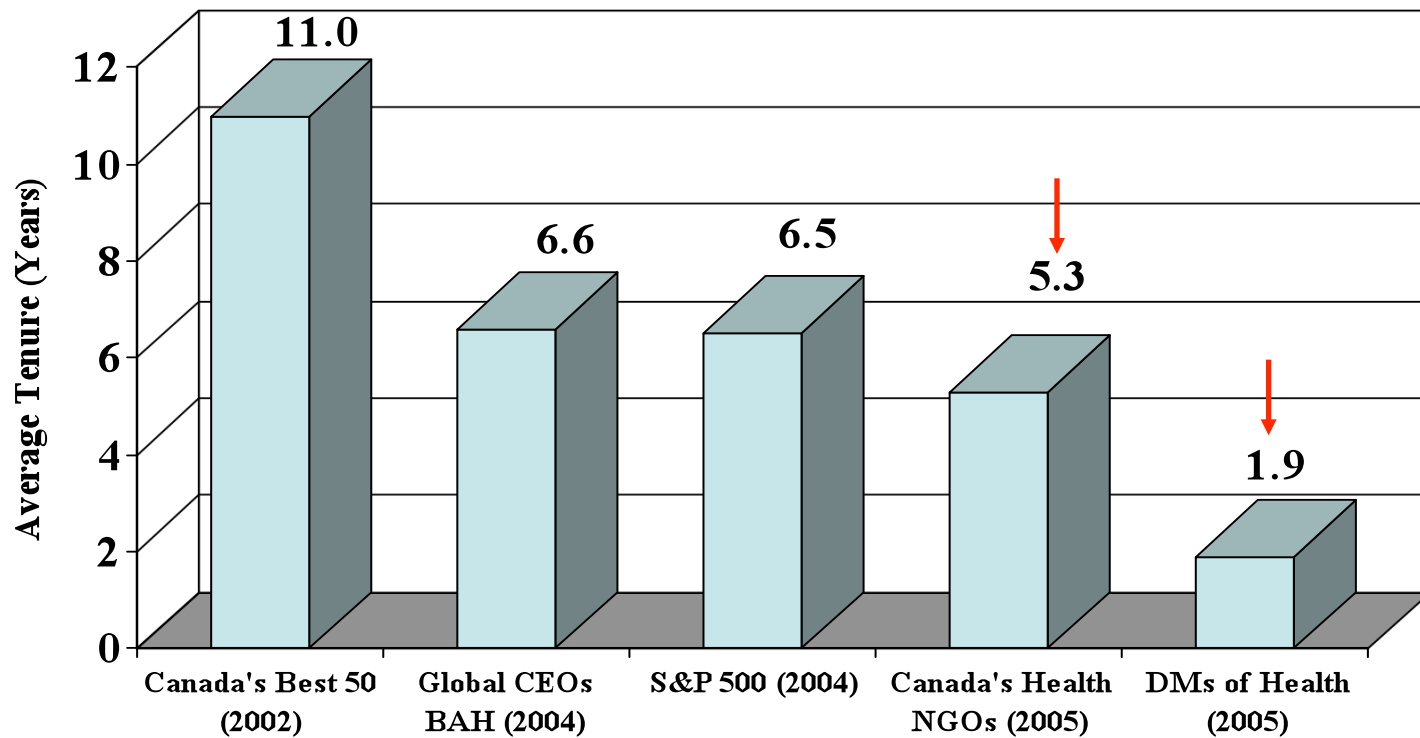
- **Part 1:** Health Leadership as an Emerging Public Policy Issue in Canada

Leadership Context in Canada

- *Health care is a major industry*
 - \$160 B public and private funding; 1 million providers
 - 98,000 leaders, managers, consultants
 - 18,000 senior leaders –executive level
- *Widespread concern about leadership*
 - Considerable restructuring in the health system
Broad span of control; mixture of service settings and disciplines; more complex environments
 - New and more complex roles for managers and leaders
 - Turnover, retirement curve
 - Limited succession planning
 - Recruitment challenges

Average Tenure for Organizational Leader

Source: Tholl et al, *Passing the Baton – Toward making the case for a Canadian Centre for Health Leadership*, Health Management Forum, Spring 2006



Need for Change: Views of Leaders in Canadian Academic Health Science Centres

- Major reforms necessary 86%
- Minor reforms necessary 7%
- Complete System Overall 7%

Source: Gruenwoldt and Brimacombe, 2006

Leadership Development

Conference Board of Canada Survey 2007

- Health community spending less on development of their employees than other sectors (78%)
- Nearly half the respondents were dissatisfied with the amount of funding for learning and development of leaders
- The proportion of informal to formal learning is higher in health care than other sectors
- Very few viewed current leadership development practices as highly effective

Why Leadership has Been Neglected

- Human resource planning is dominated by concerns over issues of professional groups
- Leadership and management accorded a lower priority compared to patient care
 - *Resources devoted to leadership and management development are often seen as taking resources from patient care*

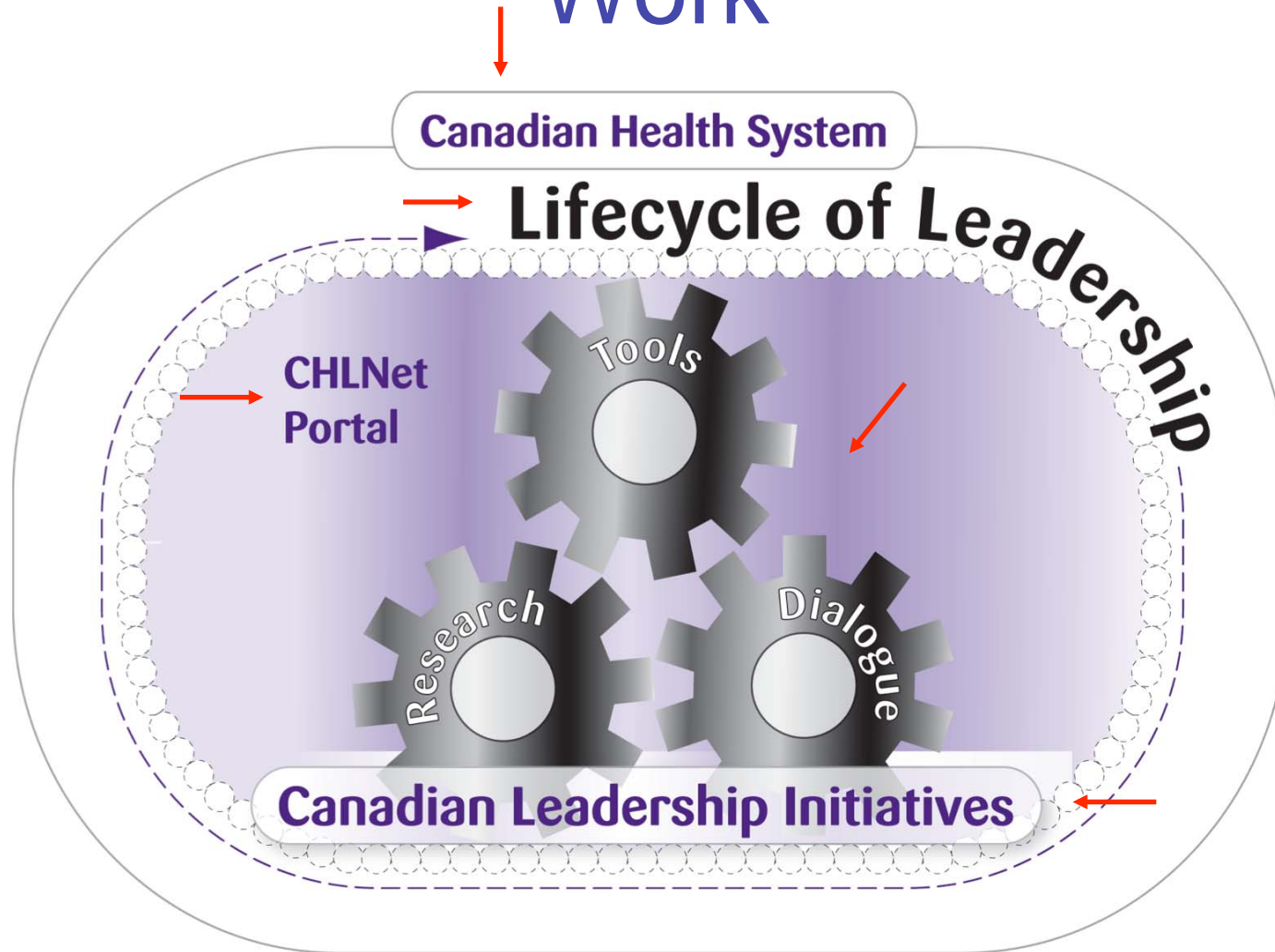
Canadian Health Leadership Network (CHLNet)

- A new initiative to create a stronger community of leaders and managers in Canada
 - Grew from the bringing together of a number of preceding efforts to improve leadership
- A coalition with a shared commitment to leadership, focussing on:
 - leadership development and
 - succession planning

Specific Goals of CHLNet

- Effective leaders
 - *competencies*
 - *best practice*
- Sufficient supply – *to meet present and future needs*
- Increased capacity for leadership training and development
- Build on present strengths and address gaps

CHLNet Terms of Reference for Work



Who is CHLNet?

- **Founding Partners**

- Canadian Health Care Association
- Canadian Medical Association (founding host secretariat)
- Canadian Nurses Association
- Association of Academic Healthcare Organizations
- Canadian College of Health Service Executives (current host secretariat)
- Canadian Society of Physician Executives
- Academy of Canadian Executive Nurses
- Emerging Health Leaders
- Health Action Lobby
- Accreditation Canada
- Health Care Leaders Association of British Columbia
- Canadian Agency for Drugs and Technologies in Health
- Canadian Patient Safety Institute

- **Additional Network Partners**

- Canadian Pharmacists Association
- Canadian Blood Services
- Public Health Association of Canada
- Victorian Order of Nurses
- Rx and D Canada
- Canadian Institute for Health Information
- Royal Roads University
- Royal College of Physicians and Surgeons of Canada
- Manitoba Health (provincial government)

- **Eligibility**

- Ongoing strong commitment to excellence in health leadership
- Acceptance of *LEADS in a Caring Environment* capabilities framework
- Payment of annual Network fee

Questions for Discussion

- Is health care leadership an issue in your country?
- If yes, has there been any action to try to address this issue?

- **Part 2:** What Does Quality Leadership Look Like? – Development of a Leadership Framework

What is Leadership?

- Leadership is the capacity to influence others to work together to achieve a constructive purpose
- Leadership occurs at multiples levels of the health care system and within health care organizations
- Leadership becomes meaningful when the capabilities, or visible behaviours, of leaders are defined
- Leadership development can be crafted around leadership capabilities.

A New Leadership Capabilities Framework: *Leads in a Caring Environment*

- **Developed by:**

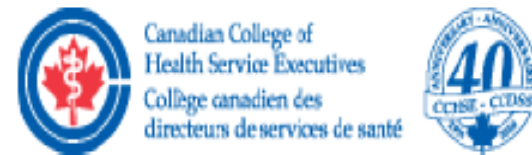
- CHLNet



- Leaders for Life



- Canadian College of Health Service Executives



A New Leadership Capabilities Framework: *Leads in a Caring Environment*

- **Researched and formulated by:**
 - Dr. Graham Dixon
Centre for Health Leadership and Research
Royal Roads University, Victoria, British Columbia
- **Research and formulation included:**
 - Analysis of other existing frameworks
 - Focus groups across Canada
 - Literature review
 - In-depth interviews with key informants
- **Represents:**
 - Key skills, abilities and knowledge required to lead in all sectors and at all levels of the health system

A New Leadership Capabilities Framework: *Leads in a Caring Environment*

- The Five Domains of the Framework

Lead self

Engage others

Achieve results

Develop coalitions

Systems transformation

A New Leadership Capabilities Framework: *Leads in a Caring Environment*

Lead Self: *Self-motivated leaders. . .*

- Are self aware
 - *Aware of own assumptions values, principles, strengths and limitations*
- Manage themselves
 - *Take responsibility for own performance and health*
- Develop themselves
 - *Actively seek opportunities and challenges for personal learning, character building and growth*
- Demonstrate character
 - *Model qualities such as honesty, integrity, resilience and confidence*

A New Leadership Capabilities Framework: *Leads in a Caring Environment*

Engage Others: *Engaging leaders. . .*

- Foster development of others
 - *Support and challenge others to achieve professional and personal goals*
- Contribute to the creation of healthy organizations
 - *Create engaging environments where other may have meaningful opportunities to contribute*
- Communicate effectively
 - *Listen well and encourage open exchange of information and ideas*
- Build teams
 - *Facilitate environments of collaboration and cooperation to achieve results*

A New Leadership Capabilities Framework: *Leads in a Caring Environment*

Achieve Results: *Goal oriented leaders. . .*

- Set direction
 - *Inspire vision by identifying, establishing and communicating clear and meaningful expectations and outcomes*
- Strategically align decisions with vision, values and evidence
 - *Integrate organizational missions, values and reliable, valid evidence to make decisions*
- Take action to implement decisions
 - *Act in a manner consistent with the organizations values to yield effective, efficient public-centered service*
- Assess and evaluate
 - *Measure and evaluate outcomes; hold oneself and others accountable for results achieved*

A New Leadership Capabilities Framework: *Leads in a Caring Environment*

DDevelop Coalitions: *Collaborative leaders. . .*

- Purposely build partnerships and networks to create results
 - *Create connections, trust and shared meaning with individuals and groups*
- Demonstrate commitment to customers and service
 - *Facilitate collaboration, cooperation and coalitions among diverse groups and perspectives*
- Mobilize knowledge
 - *Employ methods to foster intelligence, encourage open exchange of information and use quality evidence*
- Navigate socio-political environments
 - *Be politically astute; negotiate through conflict and mobilize support*

A New Leadership Capabilities Framework: *Leads in a Caring Environment*

System Transformation: *Successful leaders. . .*

- Demonstrate systems/critical thinking
 - *Think analytically and conceptually, questioning and challenging the status quo, to identify issues, solve problems and design effective processes*
- Encourage and support innovation
 - *Create a climate for continuous improvement and creativity*
- Orient themselves strategically to the future
 - *Scan the environment for ideas, best practices and emerging trends that will shape the system*
- Champion and orchestrate change
 - *Actively contribute to change processes that make improvements*

Questions for Discussion

- Does the *LEADS in a Caring Environment* framework provide meaningful guidance for defining the characteristics and desired behaviours of leaders?
- Would this Framework be valuable to you to help define leadership in your setting?

- **Part 3: Using the Leadership Framework**

Using the Leadership Framework: Tools

- Guidebooks for Implementing the Framework
 - Examine and review the literature supporting each domain of the Framework
 - Underlying assumption of the Framework:
 - Effective leadership is associated with definable skill sets or capabilities what can be learned by conscious and intentional effort
 - Further information on Guidebooks:
WWW.leadersforlife.ca

Using the Leadership Framework: Tools: Guidebooks



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Using the Leadership Framework: Tools

- Inventory of Leadership Education Programs
 - Development of the Inventory funded by Health Canada (federal government)
 - National in scope
 - Each program's offerings were compared to the Leadership Framework
 - From the Inventory:
 - Leadership development *Leading Practices* identified
 - Gaps and challenges in leadership education/training identified

Using the Leadership Framework: Tools

- Diagnostic Tools for Organization Leadership
 - Assesses leadership capacity and commitment of an organization to leadership and leadership development
 - Semi-structured interviews
 - Focus on three aspects of the organization
 - *How important is leadership to the strategy of the organization?*
 - *What are the tools used for leadership development (internal and external)?*
 - *What resources are devoted to leadership development? On an ongoing basis? What return for investment?*
 - Example of use: Public Health Agency of Canada

Using the Leadership Framework: Tools

- 360° Evaluation Tool for Assessing Individual Leadership Capabilities
 - Aim is make leaders better
 - Assesses “*What kind of leader are you?*”
 - On-line assessment
 - 60 questions per leadership level
 - Example of use: *Alberta Health* using it for 3,000 leaders in the organization

Example of Personal and 360° Software-based Assessment

Domain - ACHIEVES RESULTS Capability - Sets Direction

Inspires vision. Identifies, establishes and communicates clear and meaningful expectations and outcomes.

Sentinel behaviors

Front Line Leaders	Mid-Level Leaders	Senior Level Leaders	Executive Level Leaders
1. Fosters commitment to the organization's vision, mission and values	1. Draws on relevant information to identify trends and potential impacts	1. Establishes clear service expectations and outcomes based on organizational strategy	1. Collaborates with stakeholders to create a compelling organizational vision
2. Develops a clear plan that outlines key milestones, timelines and expectations for achieving goals	2. Actively involves others in the direction setting process	2. Adjusts strategic direction to ensure continued relevance	2. Ensures strategic direction aligns with the organization's values and stakeholders' needs
3. References best practices when setting direction	3. Sets realistic service expectations within given constraints	3. Aligns local initiatives and organizational priorities with strategic direction of other key organizations	3. Establishes challenging and relevant targets for the organization

Using the Leadership Framework: Tools

- 360° Evaluation Tool for Assessing Individual Leadership Capabilities
- Diagnostic Tools for Organization Leadership

– For more information:

- www.leadersforlife.ca

Using the Leadership Framework: Dialogue

- Website/portal being developed as a key means of dispensing information, connecting to other, and for dialogue
- Presentations at major conferences
- Attendance at, or sponsoring of, major meetings to address leadership issues/development

Using the Leadership Framework: Research

- Past Research:
 - Development of the Leadership Framework
 - Commissioned *Conference Board of Canada* study on leadership development
 - Commissioned development of *Inventory of Leadership Development Programs*
 - Participation in *Action Research* projects to demonstrate applicability and usefulness of the Framework

Using the Leadership Framework: Research

- Current Research:
 - Development of a Pan-Canadian Network of Excellence in Health Leadership Research
 - Funded through a Partnership in Health System Improvement (PHSI) grant from the Canadian Institutes for Health Research (CIHR)
 - Will involve a limited number of case studies from across Canada which will study “leadership in action”; each case study will have be led by a decision-maker and a researcher
 - Will identify successful leadership interventions and help to understand those leadership initiatives which fall short of expectations
 - Will be related to the *Leadership Framework*

Using the Leadership Framework: Some Examples

- **Canadian Medical Association**
 - **Used to revise education program of the Physician Management Institute**
- **Canadian College of Health Service Executives**
 - **Used to revise credentialing program for health leaders; used to revise education offerings**
- **Alberta Health** (provincial health care system)
 - **Used to evaluate leadership for 3,000 executives/managers**
- **Capital Health**, (Halifax, Nova Scotia, regional health care system)
 - **Used as guidance for the design of a self-directed leadership development program which is required for all 450 formal leaders of the organization**
- **Eastern Health Region**, (St. John's, Newfoundland, regional health care system)
 - **Used as the basis for evaluating and improving their own internal *Management Accountability Framework***

Questions for Discussion

- Does the use of a leadership framework (such as *Leads in a Caring Environment*) facilitate the development of:
 - Tools
 - Dialogue
 - Research?
- Would such activities as the development of tools, research and dialogue help to enhance leadership in your country?
- Is the work of CHLNet relevant and useful to the leadership needs in your country?

Summary

- The leadership **issue** in one country (Canada)
- A collaborative and coordinated **response** to the leadership issue
 - Development of a **framework** for leadership and leadership development
 - The practical **implementation** of a leadership framework
 - Tools
 - Dialogue
 - Research

- For further information:
www.chlnet.ca
- Thank you!